

Core Services Document Introduction

Introduction

As recommended by Gahanna's Citizen Financial Advisory Committee (CFAC), the City's Administration went through the process of identifying Gahanna's Core external services. The process took approximately one month to complete and involved researching best practices, developing criteria and definitions, deterring the service classifications and creating a comprehensive list. The Core Services list should not be considered exhaustive or inflexible. It is an ever-changing document that is used to plan and educate.

Process

After reviewing and discussing criteria developed and used by other cities for similar exercise, the Administration came to consensus on definitions and criteria for the classification of Core Services, Semi-Core Services and Service Enhancements. Each department then met and classified their services based on the agreed-upon criteria. The Administration then took one day to present to each other and discuss the classifications. This document is the first culmination of the presentations and discussion.

It is important to note that all Core and Semi-Core services are aimed at achieving the Vision and Mission of the City of Gahanna. It should also be noted that the process of determining core services is an inherently subjective exercise. The process is conducted, however, to ensure the services provided by the City truly are in line with the wants, needs and expectations of the City. Further, the exercise and subsequent classification provides a framework for further budget and service level reductions

Service Classifications: Definitions & Criteria

The three classification levels and corresponding criteria are outlined below.

Core Services: Those Services that are fundamental to carrying out the responsibilities of a local government including those mandated by the State or Federal government and/or City Charter.

Semi-Core Services: Those Services that go "above and beyond" core service levels.

Non-Core & Service Enhancements: Those Services that are considered neither core nor semi-core; they are enhancements to the quality of life for the City.

Number	Core	Semi-Core
1	Has a potential immediate or near term effect on public safety or health	Has a potential and beneficial long term effect on public safety or health, but the loss of the activity would not have a catastrophic effect.
2	Meets, but does not exceed a State or Federal mandate, Charter or legally binding agreement.	Is that portion of a core service that exceeds a State or Federal mandate – an augmentation of a core service.
3	The loss of the activity or service has a long-term but potentially catastrophic effect on the public and the activity or service is not a core service of another entity/jurisdiction/department.	
4	Has a beneficial effect on the daily lives of a significant segment of the population and is not the core service of another entity/jurisdiction/department.	Has a beneficial effect on the daily lives of a significant segment of the population but is the core service of another entity.
5	Provides revenue through a direct revenue-generating or collecting function that is in excess of its total cost and that is not otherwise provided by another entity/jurisdiction/department.	Provides revenue through a direct revenue-generating or collecting function that funds most but not all of its costs and that is not generated or collected by another entity/jurisdiction/department.
6	Provides direct support or critical indirect support for a core service.	Provides direct support for a secondary service or indirect support for a core service.
7	Provides a net profit that supplements other operations of the City.	
8	The service is one that cannot or should not be provided by the private sector because of the limitations or restrictions in providing access or protecting the public interest or is not cost effective.	
9	Protects and maintains critical City infrastructure and assets.	Protects and maintains city assets.
10	Provides protection to natural and cultural resources.	